

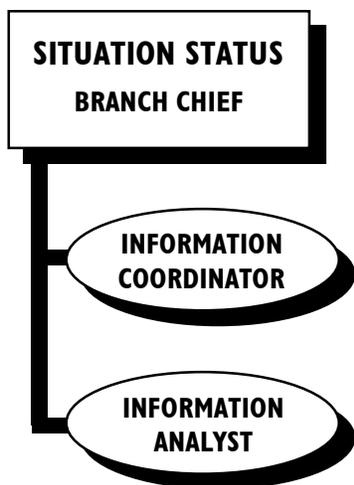
III. SITUATION STATUS BRANCH

A. MISSION AND RESPONSIBILITIES

The mission of the Situation Status Branch is to gather, analyze, display, and distribute various types of information to support ERT activities and requirements. Primary responsibilities include, but are not limited to, the following:

1. Collection and development of information to support Section and ERT requirements and activities.
2. Development and maintenance of an ERT Information Collection Plan.
3. Production of recurring statistical and situational displays (e.g., Status of Critical Resources, Status of Teams and Personnel, etc.).
4. Production of Jurisdictional Profiles and the Daily Intelligence Summary.
5. Management and maintenance of the ERT Situation Room.

Figure III-1
Situation Status Branch



B. ORGANIZATION

The Situation Status Branch consists of three designated functional positions, led by a branch chief. In rare cases, a fourth position (field observer) may be required to support information gathering activities away from the DFO. As always, staffing of individual positions will be determined by the magnitude and scope of the disaster and evolving requirements of the Information and Planning Section and ERT. The three standard branch positions are depicted in the organizational chart at left. Individual position descriptions are outlined in Appendix G.

C. INFORMATION COLLECTION

Information collection is at the heart of virtually all Information and Planning Section activities. Every other branch relies, to at least some extent, on information gathered and provided by the Situation Status Branch. Recognizing and appreciating the distinction between raw and corroborated information is essential to an effective branch operation. Raw or unvalidated information is virtually useless as a decision-support tool. However, once that information has been analyzed and validated with or against other information, it becomes *credible*. Clearly, planners and decision-makers would prefer to base their plans and decisions on analytically corroborated -- rather than unprocessed -- information. Therefore, the *collection* of information is merely the first step in a two-stage process; the Situation Status Branch must complete the process by

systematically *analyzing and validating* that information. To be effective, information collection activities must be focused and purposeful. The Section and Situation Status Branch Chiefs must always remember that the primary reason for gathering information is to *support planning and decision-making*. Although the *focus* of information collection efforts will change over time, the *requirement* for credible, timely and complete information will remain steady throughout the disaster response continuum. To ensure that information collection activities are synchronized with and support the needs of the Section and other ERT elements, the development of an Information Collection Plan is essential. The bases of a sound and effective Information Collection Plan are the Essential Elements of Information (EEI).

D. ESSENTIAL ELEMENTS OF INFORMATION (EEI)

1. EEI are a compilation of generic information goals that have been coordinated and established as a baseline information gathering reference. Figure III-2 depicts the 26 standard elements of information deemed essential to effective planning and decision-making in a *typical* disaster response environment. However, this list of EEI is by no means exclusive. Any type or element of information deemed essential to the field response effort should be considered a potential EEI candidate. For example, in a non-typical response environment, such as an area that has suffered a terrorist release of a biological agent, the list of EEI might include:

- a. *Epidemiological concerns* (such as the rate of affliction, or quarantine requirements),
- b. *Mortuary concerns* (e.g., disposing of hundreds or thousands of deceased victims), and/or
- c. *Mass migration concerns* (e.g., the sudden flight of hundreds of thousands of people from threatened areas).

2. As a baseline reference, the EEI in Figure III-2 are only a starting point for the Information Coordinator. To achieve optimum effectiveness, EEI must be narrowed and recharacterized (in the Information Collection Plan) as specific information *targets*. For example, *Status of Communications Systems* could be converted into the following three specific information targets: (1) Identify the percentage of customers without *local* telephone service; (2) identify the percentage of customers without *long-distance* service, and (3) provide a restoration timeline for local and long-distance telephone service.

3. The EEI in Figure III-2 are divided among three general EEI categories: *Disaster Area, Assessment, and Response and Recovery*. The arrow to the left of each EEI represents the period of time that a specific EEI is expected to be most essential to planning and decision-making. However, such applicability timelines are provided only for general planning purposes; *actual* EEI essentiality will always be situationally and independently determined by the ERT.

Figure III-2 - Essential Elements of Information (EEI)

PERIOD OF MAXIMUM VALUE			ESSENTIAL ELEMENTS OF INFORMATION
1 - 3 DAYS	4 - 10 DAYS	11 + DAYS	
Disaster Area EEI			
→			Boundaries of the Disaster Area
→	→		Access Points to the Disaster Area
→	→		Jurisdictional Boundaries
→	→		Social, Economic and Political Impacts
→	→		Hazard-Specific Information
→	→	→	Seismic and/or Other Geophysical Information
→	→	→	Weather Conditions/Forecasts
→	→	→	Historical and Demographic Information
Assessment EEI			
→			Predictive Modeling Impact Projections
→	→		Initial Needs and Damage Assessments
→	→		Status of Communications Systems
→	→		Status of Transportation Systems and Critical Transportation Facilities
→	→		Status of Operating Facilities
→	→		Status of Critical Facilities and Distribution Systems
→	→	→	Status of Energy Systems
→	→	→	Status of Critical Resources and Resource Shortfalls
Response and Recovery EEI			
→	→		Status of Emergency or Disaster Declaration
→	→		ESF Activations
→	→	→	Major Issues/Activities of ESFs and Other Functional Areas
→	→	→	Key Federal and State Personnel and Organizations
→	→		Remote Sensing Activities
→	→	→	FCO/SCO Priorities
→	→	→	Recovery Program Statistics
→	→	→	Donations
→	→	→	Status of Upcoming Activities and Events
→	→	→	Status of Efforts Under Other Federal Emergency Plans and Authorities

4. The Information Coordinator position is responsible for managing and tailoring the EEI to ERT requirements, as part of Information Collection planning. However, the Information Analyst position should play a major role in the identification of new or changed EEI. Information Analysts, by dint of their responsibility for evaluating and validating incoming information, are uniquely positioned to detect informational shortcomings or needs. To ensure a useful information collection effort, these requirements must be swiftly communicated to the Information Coordinator.

5. EEI displays (either a poster depicting the standard EEI or an oversized Information Collection Plan) should be posted at conspicuous positions throughout the DFO. In particular, try to post EEI displays near DFO entrances, in the Operations Section, in the Situation Room, and in other meeting rooms.

E. INFORMATION COLLECTION PLAN (ICP)

1. Information collection cannot be a passive activity. The Information Coordinator cannot simply wait for information to flow into the Section from both internal and external sources, and hope that it turns out to be the information that is needed. Instead, the Situation Status Branch must develop a strategy that *ensures* the collection of all information needed to support planning and decision-making. That strategy is the *Information Collection Plan*, which not only identifies specific information requirements, but also designates functional responsibility for providing that information.

2. The Information and Planning Section Chief can assign information collection tasks to any functional ERT element, as well as specify when the required information is due. Regardless of the designated information source, all incoming information will be routed to the Information Coordinator, who in turn will forward the information to the Information Analyst. The Section Chief must make sure that collection assignments are functionally appropriate. Never assume that ERT elements or functional area personnel are so familiar with the information collection process that a formal plan is not required. Regardless of the size or makeup of the ERT, the Situation Status Branch must coordinate and publish a new Information Collection Plan prior to each OPeriod.

3. The Information Collection Plan must be discriminating and concentrate on needed, rather than nice-to-have, information. Information Coordinators must avoid the tendency to become virtual data vacuums that suck in every available scrap of informational debris. The philosophy embodied by the saying “you can never have *too much* information” can paralyze a Situation Status Branch. In the absence of a filtering process, the sheer volume of incoming information (much of it operationally irrelevant or unneeded) can quickly overwhelm the analysis process, producing an intelligence slowdown that can negatively affect production efforts across the Section.

4. The three keys to establishing a dynamic and effective information collection planning process are *early implementation*, *continuous revision*, and *aggressive collection*. The Section (and/or Situation Status Branch) Chief must introduce and implement an Information Collection Plan at the first ERT staff meeting, and follow with an updated or revised Plan at every staff or OPeriod Action Planning meeting thereafter. ERT elements will be more responsive as information providers (and the FCO will be more supportive of the Section’s authority and processes) if they perceive the Section to be prepared, organized, and in control of the information collection process.

a. Early Implementation. Personnel assigned to the ERT positions of Information and Planning Section Chief (and Deputy), Situation Status Branch Chief, and Information Coordinator must be prepared to initiate and implement a comprehensive information collection program immediately upon joining the ERT. Prior to the first ERT meeting, the Section Chief (or, if not yet deployed, the deputy or senior Situation Status Branch member) should immediately seek out the FCO and explain the

information collection strategy, to include how the Plan will be introduced and managed. To assist in the introduction and implementation of such a program, each of these positional designees should ensure that their deployment kits (a.k.a. go-kits) include the following:

(1) Copies of a generic Information Collection Plan, for use and distribution at the first ERT staff meeting. This generic plan should include the standard EEI, as well as additional space for adding specific EEI that are identified as important at the first FCO staff meeting.

(2) A poster-size copy of the generic Information Collection Plan for use as a referential display during the initial staff and OPeriod Action Planning meetings. This display should be posted in a prominent position on the Situation Room (or meeting room) wall, preferably near the FCO.

b. Continuous Revision. Information targets require constant revision to ensure they reflect ERT priorities. Since the intelligence derived from information collection will be used for planning and decision-making, the Information Collection Plan must be linked to -- and support -- OPeriod planning (refer to Annex 2). The Information Coordinator must ensure that the Information Collection Plan is revised to support the operational objectives and functional tasks developed to support the OPeriod Plan. This will require close and frequent coordination between the Information Coordinator and the Planning Support Branch. The Information Coordinator should attend all OPeriod Action Planning meetings.

c. Aggressive Collection. As previously indicated, information collection cannot be a passive enterprise. To assure an effective and sustained inflow of needed information, the Information Coordinator will need to aggressively manage the program. Aggressive, within this context, simply means the opposite of passive. Rather than wait for information to be provided, or ignore delinquent information providers, the aggressive Information Coordinator will seek out sources and attempt to *facilitate* the provision of needed information. Being aggressive does NOT mean being antagonistic, belligerent, combative, or offensive. It DOES mean being vigilant, helpful, attentive, organized, and visible. An Information Coordinator must be able to balance the information needs of the Section and ERT against the operational requirements of a given (and potentially overburdened) information source.

5. Figure III-3 depicts a generic EEI-based information collection plan that has been tailored and modified to address the specific situational information collection needs of a particular ERT. It is followed by two variations (Figures III-4 and III-5) that depict the same data reorganized to support different purposes/users.

6. Comprehensive, highly detailed event-specific information collection plans developed for various disaster types (e.g.,: hurricanes, earthquakes, floods) are (or will be) available as a separate Job Aid.

Figure III-3 - Sample Information Collection Plan

EEI #	EEI	SPECIFIC EEI	PRIMARY EEI SOURCE	TIME DUE
1	Boundaries of the Disaster Area	None at this time	ESF-5	1000
2	Access Points to the Disaster Area	Which access points are nearest to airports?	ESF-5	1000
		Which access points are nearest to population centers?	ESF-5	1000
3	Jurisdictional Boundaries	None at this time	ESF-5	1030
4	Social, Economic and Political Impacts	What are the most severely impacted areas?	ESF-5	1100
		How many evacuees and shelterees?	ESF-6	1200
		How many homes damaged or destroyed?	HSO	1300
		How many businesses damaged or destroyed?	HSO	1300
5	Hazard-Specific Information	What are any safety concerns for responders in the field?	Safety	1530
6	Seismic and/or Other Geophysical Information	None at this time	ESF-5	1530
7	Weather Conditions/Forecasts	What operations will be impacted by weather over the next OPeriod?	ESF-5	1500
8	Historical and Demographic Information	If area suffered similar disaster in past, what were critical issues/problems?	ESF-5	1230
		Identify affected population by size, income, ethnicity, and housing type.	ESF-5	1300
9	Predictive Modeling Impact Projections	What is projected casualty count?	ESF-5	1100
		How many structures projected to be destroyed?	ESF-5	1100
10	Initial Needs and Damage Assessments	What are IRR and TPDFL requirements?	Operations	1300
		What are damage assessment figures to date?	ESF-5	1200
11	Status of Communications Systems	What percentage of population lacks phone service (local and/or long-distance)?	ESF-2	1400
		What is the timeline for phone service restoration?	ESF-2	1400
12	Status of Transportation Systems and Critical Transportation Facilities	What is the status of airport availability?	ESF-1	1000
		What is the status of port and shipping lane availability?	ESF-1	1000
		What primary roads are closed, and what is their restoration schedule?	ESF-1	1400
13	Status of Operating Facilities	None at this time	ESF-12	1500
14	Status of Critical Facilities and Distribution Systems	How many schools are damaged, destroyed, or in use as shelters?	ESF-6	1400
		What percentage of medical treatment facilities are available?	ESF-8	1100
		What percentage of the population is without potable water, and what are their daily needs?	ESF-3	1400
15	Status of Energy Systems	How many customers lack commercial power?	ESF-12	1200
		What are immediate generator requirements?	ESF-3	1400
16	Status of Critical Resources and Resource Shortfalls	What are response team projected arrival times?	Operations	1300
		What IRR or TPDFL resources are in short supply?	Logistics	1300
		What State requirements have not been met?	Operations	1300
17	Status of Emergency or Disaster Declaration	Has a declaration been made, and what is the cost share?	Operations	1500
18	ESF Activations	What ESFs are activated? Deactivated(ing)?	Operations	1500
19	Major Issues/Activities of ESFs and Other Functional Areas	What critical issues/problems are adversely affecting response efforts?	Operations	0900
20	Key Federal and State Personnel and Organizations	Who are the key elected officials in each jurisdiction?	ESF-5	1000
21	Remote Sensing Activities	Do any ERT elements need remote sensing support?	ESF-5	1000
		What type of products will be delivered, and when?	ESF-5	1400
22	FCO/SCO Priorities	What progress has been made to address priorities?	ESF-5	0900
		What are ERT objectives for next OPeriod?	ESF-5	1400
23	Recovery Program Statistics	None at this time	Operations	1400
24	Donations	Where are donation receiving and distribution sites?	Donations	1430
		What type of donations are being solicited?	Donations	1430
25	Status of Upcoming Activities and Events	VIP visitation schedule for next OPeriod?	CLO	1500
		Status of FEMA/State Agreement?	DFCO	1500
26	Status of Efforts Under Other Federal Emergency Plans and Authorities	None at this time	Operations	1330

6. Figure III-4 depicts a modified version of the preceding Information Collection Plan (Figure III-3). In this version, the Plan has been reorganized around the times the specific EEI are due. Generally, this version would not be distributed outside the Section, but would primarily be used by the Information Coordinator to monitor and manage the expected flow of information into the Branch. The elimination of the “EEI” column was necessary to achieve the desired data organization.

Figure III-4 - Sample Information Collection Plan (Organized by Time Due)

EEI #	SPECIFIC EEI	PRIMARY EEI SOURCE	TIME DUE
22	What progress has been made to address priorities?	ESF-5	0900
19	What critical issues/problems are adversely affecting response efforts?	Operations	0900
12	What is the status of airport availability?	ESF-1	1000
12	What is the status of port and shipping lane availability?	ESF-1	1000
20	Who are the key elected officials in each jurisdiction?	ESF-5	1000
1	None at this time (Boundaries of the Disaster Area)	ESF-5	1000
2	Which access points are nearest to airports?	ESF-5	1000
2	Which access points are nearest to population centers?	ESF-5	1000
21	Do any ERT elements need remote sensing support?	ESF-5	1000
3	None at this time (Jurisdictional Boundaries)	ESF-5	1030
4	What are the most severely impacted areas?	ESF-5	1100
9	What is projected casualty count?	ESF-5	1100
9	How many structures projected to be destroyed?	ESF-5	1100
14	What percentage of medical treatment facilities are available?	ESF-8	1100
15	How many customers lack commercial power?	ESF-12	1200
10	What are damage assessment figures to date?	ESF-5	1200
4	How many evacuees and shelterees?	ESF-6	1200
8	If area suffered similar disaster in past, what were critical issues/problems?	ESF-5	1230
8	Identify affected population by size, income, ethnicity, and housing type.	ESF-5	1300
4	How many homes damaged or destroyed?	HSO	1300
4	How many businesses damaged or destroyed?	HSO	1300
16	What IRR or TPDFL resources are in short supply?	Logistics	1300
10	What are IRR and TPDFL requirements?	Operations	1300
16	What are response team projected arrival times?	Operations	1300
16	What State requirements have not been met?	Operations	1300
26	None at this time (Status of Efforts Under Other Federal Emergency Plans and Authorities)	Operations	1330
12	What primary roads are closed, and what is their restoration schedule?	ESF-1	1400
11	What percentage of population lacks phone service (local and/or long-distance)?	ESF-2	1400
11	What is the timeline for phone service restoration?	ESF-2	1400
14	What percentage of the population is without potable water, and what are their daily needs?	ESF-3	1400
15	What are immediate generator requirements?	ESF-3	1400
22	What are ERT objectives for next OPeriod?	ESF-5	1400
21	What type of products will be delivered, and when?	ESF-5	1400
14	How many schools are damaged, destroyed, or in use as shelters?	ESF-6	1400
23	None at this time (Recovery Program Statistics)	Operations	1400
24	Where are donation receiving and distribution sites?	Donations	1430
24	What type of donations are being solicited?	Donations	1430
25	VIP visitation schedule for next OPeriod?	CLO	1500
25	Status of FEMA/State Agreement?	DFCO	1500
13	None at this time (Status of Operating Facilities)	ESF-12	1500
7	What operations will be impacted by weather over the next OPeriod?	ESF-5	1500
17	Has a declaration been made, and what is the cost share?	Operations	1500
18	What ESFs are activated? Deactivated(ing)?	Operations	1500
6	None at this time (Seismic and/or Other Geophysical Information)	ESF-5	1530
5	What are any safety concerns for responders in the field?	Safety	1530

7. Figure III-5 depicts still another version of the standard Information Collection Plan. In this version, the Plan has been re-sorted by EEI source. This version is excellent for distribution to functional ERT elements, since it consolidates their requirements, and then sorts them by due time. As it was with the preceding version, the elimination of the “EEI” column was necessary to achieve the desired data organization.

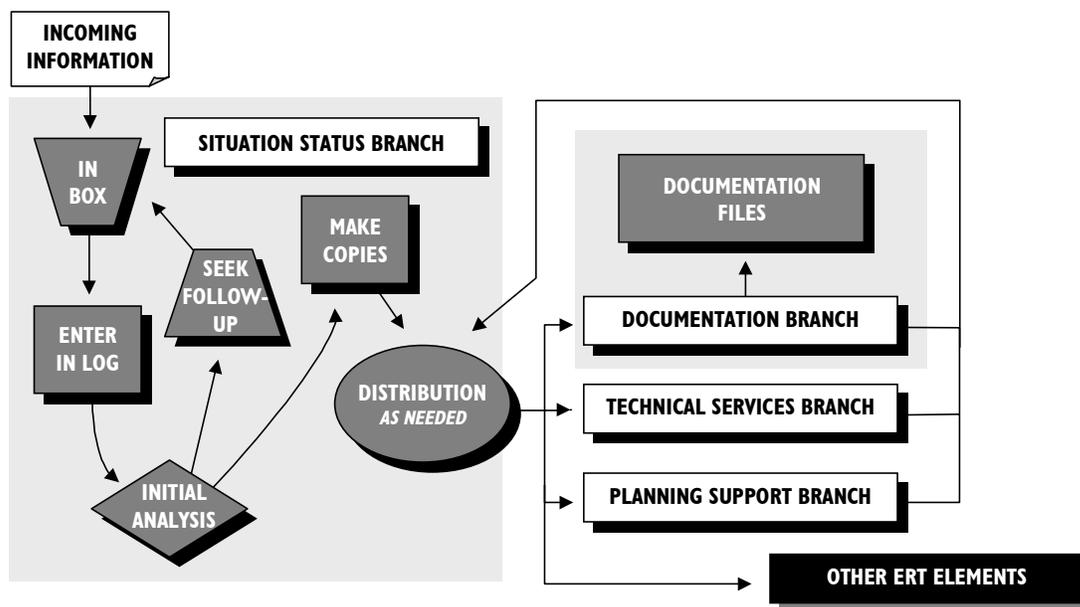
Figure III-5 - Sample Information Collection Plan (Organized by Source)

EEI #	SPECIFIC EEI	PRIMARY EEI SOURCE	TIME DUE
25	VIP visitation schedule for next OPeriod?	CLO	1500
25	Status of FEMA/State Agreement?	DFCO	1500
24	Where are donation receiving and distribution sites?	Donations	1430
24	What type of donations are being solicited?	Donations	1430
12	What is the status of airport availability?	ESF-1	1000
12	What is the status of port and shipping lane availability?	ESF-1	1000
12	What primary roads are closed, and what is their restoration schedule?	ESF-1	1400
11	What percentage of population lacks phone service (local and/or long-distance)?	ESF-2	1400
11	What is the timeline for phone service restoration?	ESF-2	1400
14	What percentage of the population is without potable water, and what are their daily needs?	ESF-3	1400
15	What are immediate generator requirements?	ESF-3	1400
20	Who are the key elected officials in each jurisdiction?	ESF-5	1000
10	What are damage assessment figures to date?	ESF-5	1200
8	If area suffered similar disaster in past, what were critical issues/problems?	ESF-5	1230
22	What progress has been made to address priorities?	ESF-5	0900
22	What are ERT objectives for next OPeriod?	ESF-5	1400
7	What operations will be impacted by weather over the next OPeriod?	ESF-5	1500
1	None at this time (Boundaries of the Disaster Area)	ESF-5	1000
2	Which access points are nearest to airports?	ESF-5	1000
2	Which access points are nearest to population centers?	ESF-5	1000
21	Do any ERT elements need remote sensing support?	ESF-5	1000
3	None at this time (Jurisdictional Boundaries)	ESF-5	1030
4	What are the most severely impacted areas?	ESF-5	1100
9	What is projected casualty count?	ESF-5	1100
9	How many structures projected to be destroyed?	ESF-5	1100
8	Identify affected population by size, income, ethnicity, and housing type.	ESF-5	1300
21	What type of products will be delivered, and when?	ESF-5	1400
6	None at this time (Seismic and/or Other Geophysical Information)	ESF-5	1530
4	How many evacuees and shelterees?	ESF-6	1200
14	How many schools are damaged, destroyed, or in use as shelters?	ESF-6	1400
14	What percentage of medical treatment facilities are available?	ESF-8	1100
15	How many customers lack commercial power?	ESF-12	1200
13	None at this time (Status of Operating Facilities)	ESF-12	1500
4	How many homes damaged or destroyed?	HSO	1300
4	How many businesses damaged or destroyed?	HSO	1300
16	What IRR or TPDFL resources are in short supply?	Logistics	1300
19	What critical issues/problems are adversely affecting response efforts?	Operations	0900
10	What are IRR and TPDFL requirements?	Operations	1300
16	What are response team projected arrival times?	Operations	1300
16	What State requirements have not been met?	Operations	1300
26	None at this time (Status of Efforts Under Other Federal Emergency Plans and Authorities)	Operations	1330
23	None at this time (Recovery Program Statistics)	Operations	1400
17	Has a declaration been made, and what is the cost share?	Operations	1500
18	What ESFs are activated? Deactivated(ing)?	Operations	1500
5	What are any safety concerns for responders in the field?	Safety	1530

F. INFORMATION PROCESSING

Information that comes into the Situation Status Branch is perishable and must be processed quickly. For the purposes of this operations manual, *processing* means the analysis, distribution, and general administrative control and management of the information and associated derived intelligence. The flow of information into and out of the Situation Status Branch is graphically depicted in Figure III-6. The diagram is followed by a four-step description of the basic Situation Status Branch process.

Figure III-6 - Information Flow Diagram



Step 1: Log receipt of the information. This step includes logging the date and time the information was received, the source of the information, and a brief description of the information (e.g., ESF-6 SITREP Input, or SBA Workshop Update). If available, also include the “as of” time of the incoming information. This is the responsibility of the Information Coordinator or an assigned Clerical Specialist.

NOTE: When initially establishing the information processing capability, the Situation Status Branch must establish working files, which will be coordinated with the Section records management system instituted by the Documentation Branch. The working files will be used by the Information Analyst to compare new and old information, and for tracking high-interest activities. As the information files become outdated, their contents should be transferred to the Documentation Branch for permanent filing. To ensure the responsive administrative management of incoming information (to include information received via electronic mail), it is highly recommended that a dedicated clerical specialist be requested to support Situation Status Branch administrative management activities, at least through the response phase.

Step 2: Provide logged-in information to Information Analyst(s). During this step, the incoming information will be analyzed for intelligence value. Once the analysis is complete, the information (along with any derived intelligence or analyst comments/observations) will be returned either to the Clerical Specialist (along with distribution instructions) or to the Information Coordinator (for further clarification). It is the responsibility of the Information Analyst to identify which Section (or ERT) elements require the analyzed information. In some cases, information may require immediate distribution to other ERT elements.

Step 2A: Refer incomplete or ambiguous information to Information Coordinator for follow-up clarification. If the analyst is not satisfied with the credibility or completeness of certain information, follow-up action may be required/requested. In such cases, the information will be referred back to the Information Coordinator for resolution. Once the additional or clarifying information is obtained, it should be reprocessed beginning with Step 1.

Step 3: Make copies of and distribute analyzed information. The Clerical Specialist will make sufficient copies to distribute to identified recipients (the Documentation Branch will receive copies of ALL information, and need not be separately identified as a recipient).

Step 4: Post updated information to displays. The Information Coordinator should ensure that all DFO displays are immediately updated with any new information. This should be a continuous, ongoing process throughout the workday. Personnel within the DFO should reasonably expect that posted information will be accurate and up-to-date.

G. ANALYZING INFORMATION AND DEVELOPING INTELLIGENCE

Information is raw, unadulterated data from virtually any source. However, such information -- although potentially valuable -- lacks a key element to utility: validation. If it has not been validated as accurate, credible, and relevant, information cannot be trusted as a basis for either effective planning or sound operational decision-making. Value is realized only when an Information Analyst extracts, extrapolates, or derives usable intelligence from available information. This process of developing intelligence involves four main components: analysis, comparison, inference, and, authentication.

1. Analysis

Webster's Third New International Dictionary defines "analysis" as: *(a) separation or breaking up of a whole into its fundamental elements or component parts; or, alternatively, as: a detailed examination of anything complex made in order to understand its nature or to determine its essential features; a thorough study.* Both definitions apply to the processes described herein.

Analysis means reading for content, and requires the ability to spot incongruities and anomalies within and between situational, operational, and statistical information. But it

also requires a clear understanding of the big picture, to understand how information has impacted or is affecting current operations. To achieve optimum effectiveness, an Information Analyst must be extremely familiar with the disaster situation, attendant response operations, and the Information Collection Plan. The Information Analyst's role is to review all incoming information and identify irregularities and requirements.

2. Comparison

a. Information should be compared against other sources (when available), and/or against previously received, same-subject information. In both cases, the analyst is interested in validating the information as accurate and consistent with previously-reported or laterally-reported information.

Example 1: Casualty information from today's State situation report indicates 10 people have died from disaster-related injuries. However, the Information Analyst does a comparison check of the morning's press release from the Governor's Office, and discovers a quoted casualty count of 13. Such a discrepancy from two legitimate sources means that the Information Analyst cannot validate either figure, and will require further investigation by an Information Coordinator.

Example 2: Casualty information from today's State situation report *and* Governor's press release indicate 10 people have died from disaster-related injuries. However, the Information Analyst checks the figure against yesterday's Federal SITREP, which reported a casualty count of 12 people. In this case, the Information Analyst can validate today's State figures, but is obligated to explain the reason for the reduction from the previous day's figures. Again, the discrepancy will require follow-up by an Information Coordinator.

b. One particularly useful comparative analytical tool is *trend analysis*. This form of analysis identifies emerging patterns of behavior or activity that may, will, or should affect ERT operations or objectives, or FCO priorities.

(1) Spotting trends as they emerge is critical, since the earlier a trend is detected, the greater the flexibility of the ERT in dealing with the range of potential ramifications. However, identifying the absence of a trend can also be important to decision-making. Because trends may foreshadow a future problem, or impact OPeriod or strategic operations, it is important that they be brought to the immediate attention of the Planning Support Branch (as well as to other appropriate ERT elements, such as the Operations Section).

(2) The Information Analyst should identify likely pattern-identification sources (such as statistical program reports from other ERT elements), and then regularly and routinely scan incoming information for evidence of emerging trends. Figure III-7 is an example of this strategy. It is a running trend analysis of various Human Services figures monitored over a multi-week period.

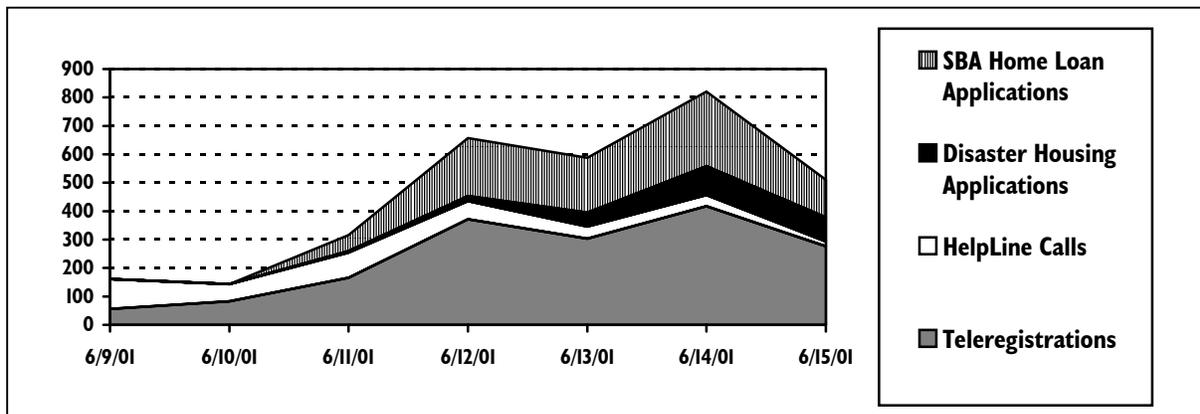


Figure III-7 - Example Trend Monitoring Chart

3. Inference

Analysis does not always yield obvious or clear-cut intelligence. Often, an analyst must “read between the lines” in order to derive important conclusions or trends from otherwise routine information. However, deriving potential intelligence inferentially is NOT validation. Inference is merely a reasonable assumption based on analysis, and requires additional information collection to provide a sound basis for planning and decision-making.

Example 1: The American Red Cross reports that post-hurricane shelter populations remain unexpectedly large around certain residential population centers, even though citizens have been cleared to return to their homes. In the absence of any preliminary damage assessment information for the areas, an Information Analyst could legitimately (although not necessarily accurately) infer that the sizable shelter population reflects some sort of problem. However, in the absence of other indicators, the analyst is unable to infer the exact nature of the problem. Are the shelterees physically unable to return home (due to impassable roads or other physical obstructions), or was the damage to their homes severe enough to preclude rehabilitation? Or, is there another reason for the sizable shelter population? In this example, analytical inference has simply revealed the existence of a potential problem that requires further investigation.

Example 2: The Technical Services Branch produces a remote sensing-based map depicting the extent of flooding along a portion of a river. The Information Analyst notes the number of residences within the flooded area, and infers that each will suffer some degree of damage. In the absence of other indicators, this is a logical inference that can be used for planning purposes, but will not be verifiable until post-flooding damage assessments can be performed.

4. Authentication

Authentication is the positive verification that information is accurate. Once authenticated, information becomes intelligence. Authentication is achieved primarily through analysis, comparison, inferential resolution, and source accreditation.

H. DAILY INTELLIGENCE SUMMARY (DISUM)

1. As the initial point of analysis within the Information and Planning Section, the Information Analyst should begin capturing and consolidating certain types of information in a Daily Intelligence Summary (DISUM). The DISUM (the format is depicted in Figure III-8) is intended to provide the FCO and senior ERT leadership a quick, up-to-date snapshot of critical new information about activities, issues, or concerns regarding the disaster environment and associated response effort. However, the DISUM is a product with a limited lifespan. Although extremely valuable during the initial stages of the disaster response (when the need for *situational* intelligence is keenest), its utility diminishes as the response progresses. Typically, a DISUM need no longer be prepared once the operation has transitioned fully into the recovery stage. This does not mean that such information is no longer valued, merely that the need for it has largely migrated from the *situational* to the *statistical*.

2. Although there is no specific due time, the DISUM is most effective when it is prepared and distributed early in the day (preferably in time for the FCO Staff Meeting), when it can be used as a decision-making tool. If prepared *after* the important planning and decision-making meetings of the day have concluded, the DISUM's value is severely reduced.

3. The DISUM is strictly an internal ERT product, therefore, the format depicted in the following figure may be modified as necessary to support the information needs of the FCO and ERT.

4. Information from the DISUM that merits national attention should be forwarded to the Documentation Branch for inclusion on a SITREP Update.

Figure III-8 - Daily Intelligence Summary Format

Daily Intelligence Summary	
Disaster ID:	<i>Example: FEMA-1157-DR-ND</i>
Date/Time Prepared:	<i>Example: 0630 EST, August 14, 2000</i>
Current Situation:	<i>Very brief, 2 or 3-line characterization of current situation.</i>
Previous Operational Objectives:	<i>List objectives from last OPeriod Plan. Indicate whether objectives were achieved or remain open.</i>
Summary Of Impacts:	
Shelter/Housing:	<i>Indicate number of shelters open and population. Also, identify extent of residential damage.</i>
Critical Facilities:	<i>Indicate number of critical facilities (schools, hospitals, nuclear power plants, etc.) affected, and affect on population. Provide restoration timelines..</i>
Infrastructure:	<i>Indicate number of power, water, and communications systems affected and affect on population. Provide restoration timelines..</i>
Political/Historical Issues:	<i>Identify any specific concerns of elected officials. Also, identify any historically relevant information that could affect response operations.</i>
Economic Issues:	<i>Identify economically impacted areas and long-range implications.</i>
Other:	<i>Identify any impact information that could clarify the overall intelligence picture.</i>
Critical Issues:	
For Current OPeriod:	<i>Identify any issues/concerns that could or will impact operations or activities during the current OPeriod.</i>
Forecast:	<i>Identify any issues/concerns that could or will impact operations or activities in future OPeriods.</i>

I. JURISDICTIONAL PROFILE

1. The Jurisdictional Profile provides a quick snapshot of information relative to a jurisdiction affected by a disaster. It is (or can be) used as a reference by the FCO and other DFO and field ERT personnel, and should be included in any briefing books prepared by the Section. The Profile is also valuable as an internal reference for Section personnel. Because the Profile may be used as a decision-support reference, it is imperative that the information be accurate and current.

2. A Jurisdictional Profile must provide up-to-date information in at least three key areas: government, demographics, and damage. An example format is provided at Figure III-9, Jurisdictional Profile Format. Always include an "As Of" time, so that the relative currency of any Profile can immediately be determined.

a. The Situation Status Branch should begin producing and distributing Jurisdictional Profiles as soon as possible. Do not wait for accurate damage information (which may not be available for days) to begin production. Updated profiles should be distributed to all ERT elements.

b. Jurisdictional Profiles should be updated as changes are received. At a minimum, review each profile at least daily to ensure accuracy and currency. Continue updating profiles through the life of the ERT/DFO.

3. The Jurisdictional Profile is designed as an internal ERT product (although it may be externally disseminated), therefore, the format depicted at Figure III-9 may be modified as necessary to support the intelligence needs of the FCO and ERT.

4. Regions are encouraged to develop pre-canned Jurisdictional Profiles for each jurisdiction within their area of responsibility. As a minimum, the information under the "Government" and "Demographics" sections of the format at Figure III-9 could be prepared in advance.

Figure III-9 - Jurisdictional Profile Format

JURISDICTIONAL PROFILE					
JURISDICTION NAME:				STATE/TERRITORY	
DECLARATION STATUS					
DECLARATION NO:	FEMA-DR-_____ - ____		INDIVIDUAL ASSISTANCE DECLARATION DATE:		
DECLARATION DATE:			PUBLIC ASSISTANCE DECLARATION DATE:		
GOVERNMENT					
JURISDICTIONAL LEADER:	NAME		POSITION		
JURISDICTIONAL POC:	NAME		POSITION		
EMERGENCY MANAGEMENT POC:	NAME		POSITION		
U.S. CONGRESSPERSON	NAME		POSITION		
DEMOGRAPHICS (CENSUS)					
TOTAL POPULATION:					
ETHNIC BREAKDOWN:	WHITE	BLACK	HISPANIC	ASIAN	OTHER
FOREIGN LANGUAGES:					
MEDIAN HOUSEHOLD INCOME:					
HOUSING UNITS:	SINGLE FAMILY FIXED	MOBILE HOME	TOTAL OF ALL TYPES		
CASUALTIES					
DEATHS	HOSPITALIZING INJURIES		MISSING		
HOMES AND CRITICAL FACILITIES					
	DESTROYED	MAJOR DAMAGE (UNINHABITABLE PENDING REPAIR)	MINOR DAMAGE (HABITABLE)	PER CENT OF TOTAL DESTROYED OR DAMAGED	
SINGLE-FAMILY HOMES					
MULTI-FAMILY HOMES					
MOBILE HOMES					
BUSINESSES					
HOSPITALS					
PUBLIC BUILDINGS					
SCHOOLS					
KEY INFRASTRUCTURE					
	DESTROYED	MAJOR DAMAGE (NON-OPERATIONAL PENDING REPAIR)	PER CENT OF TOTAL DESTROYED OR DAMAGED	NUMBER OF PEOPLE AFFECTED	
WATER PLANTS					
POWER PLANTS					
SEWAGE PLANTS					
TELEPHONE SERVICE					
SCHOOLS					
BRIDGES:					

PRODUCT OF THE INFORMATION AND PLANNING SECTION

AS OF:

J. INFORMATION SOURCES

The Information and Planning Section can take advantage of virtually any credible source of information, as dictated by the situation. However, not all sources are equally credible or as critical to operational efficacy. The following is a list of potential sources, divided into two categories. *Critical* sources are those that provide high-value, highly reliable, and citational information, and should be used to the maximum extent possible. *Optional* sources are those that provide potentially high-value information of uncertain credibility, and which should only be cited with caveat, or following authentication.

1. Critical Information Sources

a. State. The state (or territory, or other comparative U.S. jurisdictional entity) is the primary source of non-federal information regarding the disaster or emergency. Normally, the locus of this information is the emergency operations center (EOC), which will include a function equivalent to the Information and Planning Section.

b. State Liaison. Each FEMA Region has designated certain personnel to function as on-site FEMA liaisons to affected states. These personnel are usually the first FEMA presence at the state EOC, and are extremely familiar with the operation, organization, and activities/actions of the state emergency management agency.

c. Regional Operations Center (ROC). Prior to establishment of the DFO, the ROC (or Region) will be the primary source of information to the ERT.

d. Emergency Support Team (EST). When formed, the EST is the primary source of information pertaining to national requirements and needs. The EST may be activated in full or in part, as dictated by the severity of the response situation. All EST activations will include an Information and Planning component.

e. Rapid Needs Assessment (RNA) Team. One or more of these teams may be deployed by the responsible FEMA Region to provide a quick evaluation and assessment of immediate, critical, and unmet needs within a disaster-impacted area.

f. Preliminary Damage Assessment (PDA) Team. One or more of these teams are deployed by the responsible FEMA Region to determine whether the impact and magnitude of damage are sufficient to support a state request for a presidential disaster declaration. Their findings are summarized in two reports: the *Regional Disaster Summary* and the *Regional Analysis and Recommendation*. The latter document is extremely sensitive and is not released outside the formal review chain.

g. ERT Operational Elements. Most information gathered by the Situation Status Branch is obtained from elements of the ERT (e.g., Community Relations Field Teams), virtually all of which are continuously gathering information specific to their area(s) of specialization. Many of the elements -- in particular, ESFs, the Defense Coordinating Element (DCE), Mobile Emergency Response Support (MERS), and other

operations section functions -- generate reports to (and receive reports from) their individual headquarters. Although the information in these reports can be extremely valuable, the Situation Status Branch must coordinate with the functional area(s) to ensure sensitive information is not compromised.

2. Optional Information Sources

The best source of optional information is the Internet, through which virtually every other source -- from media outlets to federal agencies to academic information -- can be accessed. Each Information and Planning Section team member should compile and update a list of frequently referenced Internet sites. Because Internet site information is subject to frequent change, only an abbreviated list of sites is provided in Figure III-10. Note: Web addresses are subject to frequent change. The following addresses were valid as of publication time.

Figure III-10 - Internet Information Sites

Site Name and/or Site Type	Uniform Resource Locator (URL); i.e., Internet Address
FEDERAL AGENCIES/ORGANIZATIONS	
Census Bureau	http://www.census.gov/apspd/www/scroll.html
EROS Data Center	http://edcwww.cr.usgs.gov/
FEMA INTERnet	http://www.fema.gov/
FEMA INTRAnet	http://hq.fema.gov/
National Hurricane Center	http://www.nhc.noaa.gov/
National Interagency Fire Center	http://www.nifc.gov/news/nicc.html
White House	http://www.whitehouse.gov/WH/Welcome.html
MAPS/PHOTOS/IMAGERY	
City Map Sites	http://www.lib.utexas.edu/Libs/PCL/Map_collection/map_sites/cities_sites.html
Color Landform Map Site	http://fermi.jhuapl.edu/states/states.html
NOAA Significant Event Imagery	http://www.osei.noaa.gov/
USGS Global Land Information System	http://edcwww.cr.usgs.gov/Webglis/glisbin/glismain.pl?id=90891655017392
MISCELLANEOUS	
Airfield/Airport Information	http://www.airnav.com/
Newsstand (US newspapers)	http://www.ecola.com/news/press/na/us/
Newsstand (US newspapers)	http://ajr.newslink.org/news.html
USA Today (newspaper)	http://www.usatoday.com/usafont.htm
West Coast/Alaska Tsunami Warning Center	http://wcatwc.gov/
SEARCH ENGINES	
AltaVista	http://www.altavista.com/
AOL NetFind	http://www.aol.com/netfind/
Electric Encyclopedia	http://www.encyclopedia.com/index.html
STATES	
Population Estimates	http://www.census.gov/population/www/estimates/popest.html
State & Local Gateway	http://www.statelocal.gov/
State Emergency Management Sites	http://www.emergencymanagement.com/state-em.html
WEATHER/ENVIRONMENT	
Atlantic Tropical Weather Center	http://usacitylink.com/blake/tropical.html
Meteorological Links	http://www.nhc.noaa.gov/aboutlinks.html
NWS - Interactive Weather	http://iwin.nws.noaa.gov/iwin/graphicsversion/main.html
Real-Time River Data	http://h2o.usgs.gov/public/realtime.html

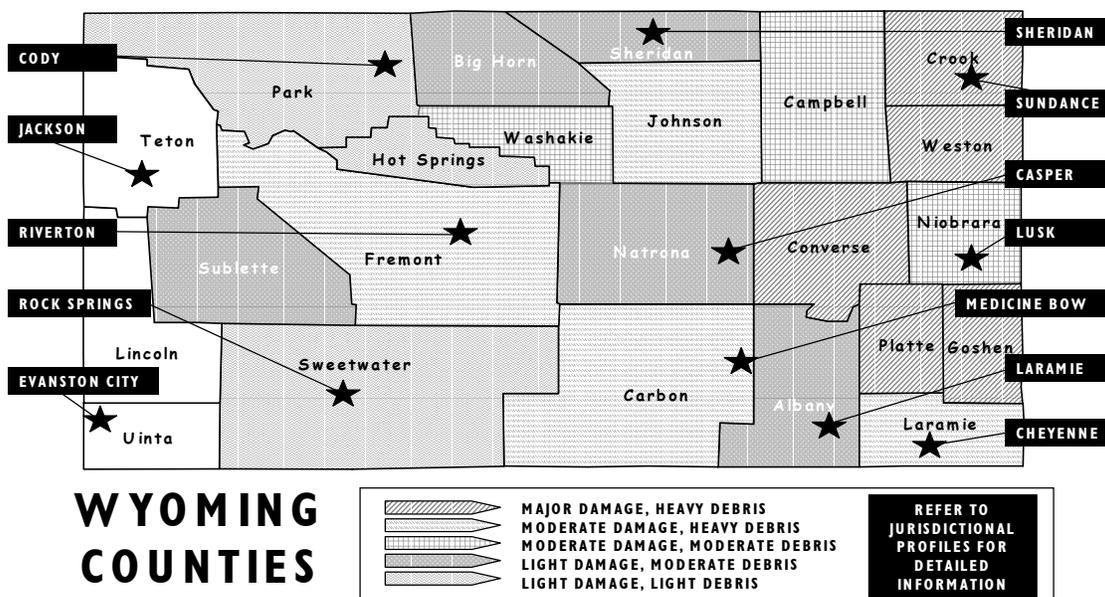
K. INFORMATION DISPLAYS

Displays serve a number of purposes. Their primary function is decision support; i.e., characterizing information in a visual manner, often in conjunction with geographic information system (GIS) capabilities, that enhances the decision-making process. (For example, a list of road closures is helpful when planning field team travel strategies, but having those closures represented on a road map is far more useful.) Displays also enable interested personnel to review static or dynamic information in a readily understandable format at a standard location and at a time convenient to them. By providing this service, displays also serve a secondary purpose: minimizing the recurring disruption of Information and Planning Section activities by personnel seeking such information. Displays are also frequently used as referential visual aids in support of briefings and meetings. A list of standard displays follows. Information and Planning Section personnel should not feel limited to using the displays (or adhering to the formats) shown. Modifications which improve a display's utility, or which satisfy unique ERT requirements, are encouraged. Personnel are also encouraged to develop innovative new displays. All displays should reflect the date they were created, as well as identify the source(s) of information.

1. Situation Status Maps

These maps reflect impacts to affected areas of a state, or identify the status of disaster operations, activities, or designations relative to individual jurisdictions. They may also identify the location of key facilities and teams. The Technical Services Branch is responsible for preparing and updating these displays, based on information provided by the Situation Status Branch. Refer to Figures III-11 and III-12 for examples.

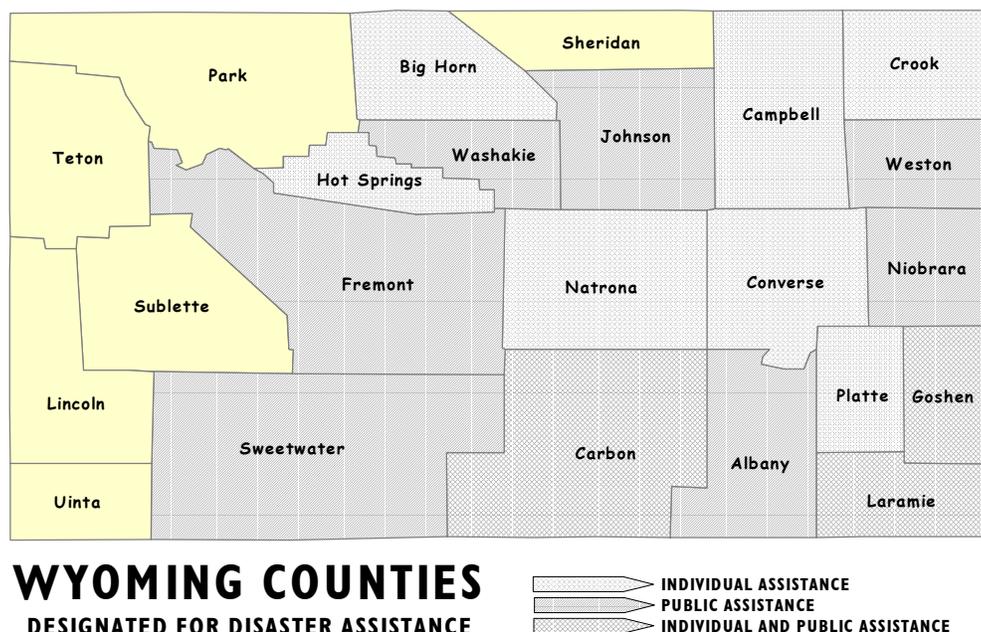
Figure III-11 - Example Summary of Impacts Map



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DATA PROVIDED BY MULTIPLE SOURCES

AS OF:

Figure III-12 - Example Designated Counties Map



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DATA PROVIDED BY MULTIPLE SOURCES

AS OF:

NOTE: Figures III-11 and III-12 are not related to the same disaster.

2. Critical Resource Status

This chart should reflect the acquisition, transportation, and distribution status of needed critical resources. The Logistics Section is the primary source of this information; however, the Operations Section and DCE are alternate or supplemental sources. Even though other ERT elements are responsible for providing the required information, the Situation Status Branch retains responsibility for preparing, posting, and updating the display. An example Critical Resource Status display follows at Figure III-13.

Figure III-13 - Critical Resource Status Display

CRITICAL RESOURCE STATUS						
ITEM DESCRIPTION	REQUIRED	ORDERED	ETD/POD	ETA/POA	ON HAND	DISTRIBUTED TO STATE
PLASTIC SHEETING; roll	8,500	9,000	9/27/01 TLC-WEST	9/28/01 HOMESTEAD ARB	1,750	1,000
GENERATORS; 40-100KW	250	175	9/30/01 TLC-EAST	9/30/01 NAS JACKSONVILLE	35	60
GENERATORS; 100-300KW	35	15	9/29/01 TLC-EAST	9/30/01 HOMESTEAD ARB	14	13
GENERATORS, 300-750KW	10	10	9/27/01 FORT BRAGG	9/28/01 HOMESTEAD ARB	2	0
4-WHEEL DRIVE VEHICLES	180	114	10/02/01 TLC-CENTRAL	10/10/01 HOMESTEAD ARB	20	46
PORT-A-POTTIES	600	220	9/30/01 TLC-EAST	10/01/01 HOMESTEAD ARB	127	153
ICE; lbs	1 mil	1 mil	DAILY CHICAGO - O'HARE	DAILY HOMESTEAD ARB	N/A	2 mil

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DATA PROVIDED BY MULTIPLE SOURCES

AS OF:

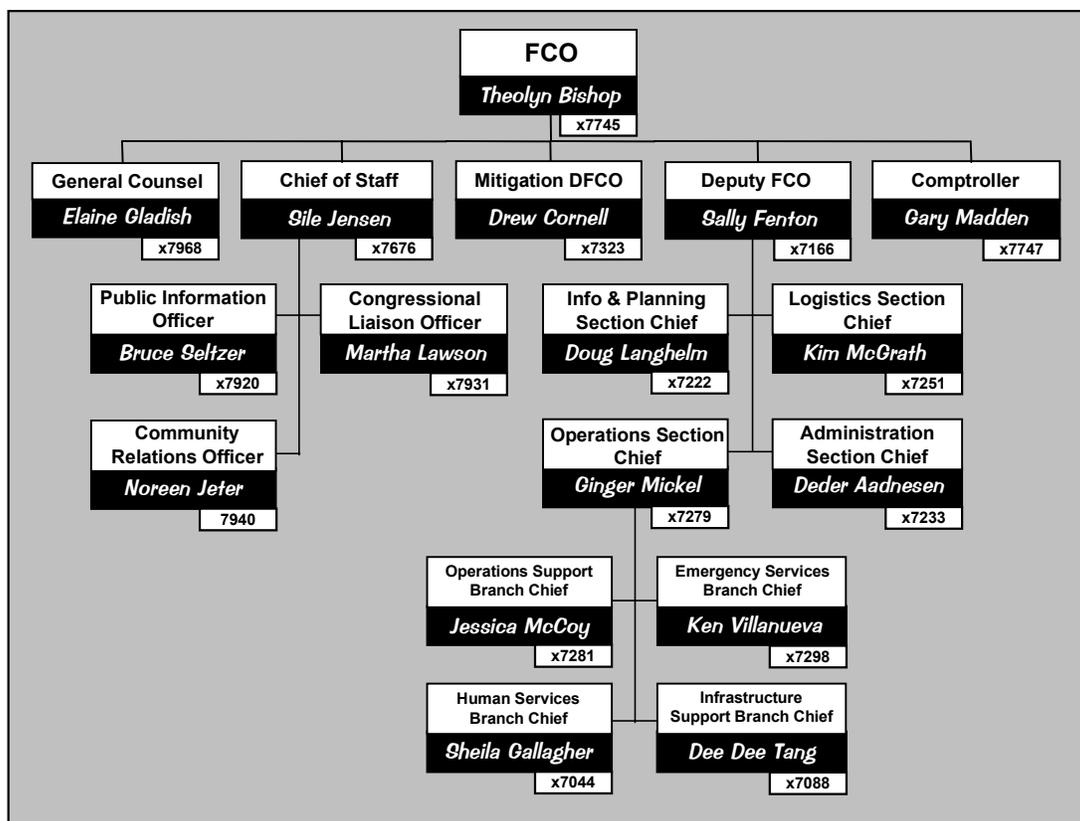
3. Information Collection Plan

The Information Collection Plan is outlined earlier in this Section. The Situation Status Branch is responsible for preparing and updating this display. An example Information Collection Plan is reorganized three different ways in Figures III-3 through III-5.

4. Organization Charts

An organization chart is a line-and-staff representation of an organization and key functional areas/activities/positions. The chart should identify both the position and the name of the incumbent. Phone numbers are sometimes added as well, although a group access line should be used in lieu of an incumbent's private line. In addition to preparing and maintaining an organization chart for the ERT proper, the Situation Status Branch should also prepare and distribute a chart depicting the state response structure. In addition, the Branch may be asked to prepare functional area-specific charts (e.g., an Operations Section chart). The Situation Status Branch is responsible for preparing and updating organizational charts for ERT elements, although the individual functional areas are responsible for ensuring organizational changes are brought to the Branch's attention. As a rule, charts should be dated and redistributed at least weekly, regardless of whether changes have occurred. Refer to Figure III-14 for an example ERT organization display.

Figure III-14 - ERT Key Personnel Organization Chart (Example)



5. FCO Priorities and ERT Operational Objectives

This is a single display reflecting the FCO Priorities, with corresponding Operational Objectives italicized or highlighted beneath each Priority. This chart is extremely useful because it visually links priorities to objectives, and because it must be updated for each OPeriod. The Planning Support Branch is responsible for preparing and updating this display. Refer to the example display at Figure III-15.

Figure III-15 - FCO Priorities and ERT Operational Objectives Display



6. Recovery Program Charts

These charts contain a compilation of information from the various recovery programs. Often, they are merely enlarged versions of the recovery program matrices that are attached to the Situation Report (SITREP). However, not all of the information in those matrices necessarily requires display within the SITROOM; in such cases, the Situation Status Branch should abbreviate or distill the information as appropriate. While the Operations Section is the source of information for these displays, the Situation Status Branch is responsible for their preparation and currency. Refer to the matrix formats at the end of Figure 3-5.

7. Personnel and Team Status

These charts provide a snapshot of the number of Federal personnel involved in the response effort. The Personnel Chart should identify personnel by employment category (e.g., PFT, DAE, CORE, local hire) and federal affiliation (ESF, functional area, or department/agency). The primary sources for this information will be the ADD Staffing Pattern report and ADD Deployed Pending Check-In report, both available from the ERT Administration Section. The Team Status Chart is designed to track the status of supporting response teams (DMATs, PDA teams, US&R Task Forces, etc.). The Operations Section is the source for information about response teams. Charts should reflect whatever status information is important to the FCO and ERT. The Situation Status Branch is responsible for preparing and updating the display. Refer to Figure III-16 for an example Status of Teams Chart.

Figure III-16 - Status of Teams Chart

STATUS OF TEAMS					
TEAM	HOME BASE	STATUS	DEPLOYED LOCATION	DATE DEPLOYED	ESTIMATED RETURN DATE
ERT-A (REGION VI)	DENTON, TX	DEPLOYED	SANTA FE, NM	9-18	
DMAT MA-1	BOSTON, MA	ON ALERT	----		
DMAT PHS-1	ROCKVILLE, MD	DEPLOYED	TRUTH OR CONSEQUENCES, NM	9-20	
DMAT OH-1	TOLEDO, OH	ON ALERT	----		
DMAT IN-1	FT. WAYNE, IN	ON ALERT	----		
DMAT NM-1	ALBUQUERQUE, NM	DEPLOYED	ALAMAGORDO, NM	9-20	
MSU-1	ROCKVILLE, MD	DEPLOYED	SANTA FE, NM	9-20	
MSU-2	ROCKVILLE, MD	ON ALERT	----		
IST-1	N/A	ON ALERT	----		
IST-2	N/A	ON ALERT	----		
US&R - NM-1	ALBUQUERQUE, NM	DEPLOYED	ALAMAGORDO, NM	9-19	9-26
US&R - AZ-1	PHOENIX, AZ	ON ALERT	----		
US&R - CO-1	DENVER, CO	ON ALERT	----		
IMT	ATLANTA, GA	ACTIVATED	----		
IMT	SALT LAKE CITY, UT	DEPLOYED	CANNON AFB, NM	9-21	
IMT	ALBUQUERQUE, NM	DEPLOYED	KIRTLAND AFB, NM	9-22	
MATTS	BERRYVILLE, VA	DEPLOYED	ALAMAGORDO, NM	9-20	
ERT-S	DENTON, TX	ON ALERT	----		
MERS-DENTON	DENTON, TX	ON ALERT	----		
ARC WATCH TEAM 1	FALLS CHURCH, VA	DEPLOYED	ALAMAGORDO, NM	9-19	
ARC WATCH TEAM 2	FALLS CHURCH, VA	DEPLOYED	TRUTH OR CONSEQUENCES, NM	9-19	

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8. Other Displays

The number and type of displays prepared and maintained by the Situation Status Branch is a situational determination, and not limited to those discussed or shown here. The following represent some additional displays that are often used to support disaster response activities:

a. **Damage Assessment Chart/Matrix.** A simple tabular chart or matrix, organized by jurisdiction, listing the number of casualties (dead, injured, missing), homes (or other structure types) suffering minor damage (i.e., habitable); moderate or major damage (i.e., uninhabitable pending repairs), or destroyed. It may also include a breakdown of damage to official local, state, and federal buildings. An example display is provided at Figure III-17.

Figure III-17 - Damage Assessment Chart

DAMAGE ASSESSMENT						
	JURISDICTION					
	JACKSON	WILSON				
DEATHS	6	0				
INJURIES	14	8				
MISSING	0	1				
HOMES DAMAGED - HABITABLE	321	116				
HOMES DAMAGED - UNINHABITABLE	112	47				
HOMES DESTROYED	36	41				
BUSINESSES DAMAGED - HABITABLE	22	UNKNOWN				
BUSINESSES DAMAGED - UNINHABITABLE	9	39				
BUSINESSES DESTROYED	8	16				
FEDERAL GOV STRUCTURES DAMAGED	0	1				
FEDERAL GOV STRUCTURES DESTROYED	0	0				
STATE/LOCAL GOV STRUCTURES DAMAGED	UNKNOWN	5				
STATE/LOCAL GOV STRUCTURES DESTROYED	UNKNOWN	2				

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b. **Shelter Status.** A simple tabular chart or matrix, organized by shelter location and jurisdiction, listing shelter population information, operating dates, and whatever other pertinent information may be desired. An example display is provided at Figure III-18.

Figure III-18 - Shelter Status Chart

SHELTER STATUS						
LOCATION & JURISDICTION	CAPACITY	PEAK OCCUPANCY	CURRENT OCCUPANCY	CHANGE FROM LAST REPORT	DATE OPENED	ESTIMATED CLOSE DATE
DIEGOVILLE - JACKSON CTY	1175	566	167	- 53	8-19	8-26
LEEBOURG - WILSON CTY	850	410	84	-102	8-18	8-26

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c. **Disaster Recovery Center (DRC) Status.** A simple tabular chart or matrix, organized by DRC address and jurisdiction, listing visitation information, operating dates, and whatever other pertinent information may be desired. An example display is provided at Figure III-19.

Figure III-19 - DRC Status Chart

DRC STATUS					
ADDRESS & JURISDICTION	VISITORS COB TODAY	VISITORS COB YESTERDAY	TOTAL VISITORS	DATE OPENED	ESTIMATED CLOSE DATE
116 BURTON ST, DIEGOVILLE - JACKSON CTY	112	87	343	8-19	9-10
30 W POLLNOW, LEEBURG - WILSON CTY	64	91	219	8-18	8-30

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d. **Deployment Status Chart.** A tabular chart or matrix that tracks the deployment status of equipment, supplies, personnel, or any resource(s) of operational interest to the FCO, ERT component(s), or Situation Status Branch. An example display is provided at Figure III-20. The chart in the figure below is a simple resource movement tracking matrix, but additional tracking categories can be added as needed or desired.

Figure III-20 - Deployment Status Chart

DEPLOYMENT STATUS						
Product of ESF-5			AS OF: 10-21 6:24 A.M.			
RESOURCE(S)	ARRIVAL TIME		LOCATION	DEPARTURE TIME		AIRCRAFT TYPE & MSN
	ESTIMATED	ACTUAL		ESTIMATED	ACTUAL	
MERS-BOTHELL			HICKAM AFB, HI	20/0530	20/0700	C-5B 201
	20/1515	20/1638	ANDERSEN AFB, GUAM	N/A	N/A	
MATTS			TRAVIS AFB, CA	21/1200		C-5B 202
	21/2300		ANDERSEN AFB, GUAM			
MERS-MAYNARD	21/1000		HICKAM AFB, HI	22/1000		C-5B 203
	22/2100		ANDERSEN AFB, GUAM	N/A	N/A	
IRR COMMODITIES (GENERATORS, WATER, TENTS)			ROBINS AFB, GA	19/0400	19/0400	C-5B 204
	19/1030	19/1015	TRAVIS AFB, CA	MX DELAY		
			ANDERSEN AFB, GUAM			
IRR COMMODITIES (GENERATORS, WATER, TENTS)			TRAVIS AFB, CA	19/0430	19/0420	C-5B 205
	19/1100	19/1110	HICKAM AFB, HI	20/2000	20/1800	
	21/0800		ANDERSEN AFB, GUAM	N/A	N/A	
FAA NAVAID EQUIPMENT	22/1300		ROBINS AFB, GA	23/0700		C-5B 206
			HICKAM AFB, HI			
			ANDERSEN AFB, GUAM			
AIRFLD SUPPORT SUPPLIES (FORKLIFTS, ETC)	20/1530	20/1530	KADENA AB, OK	21/1030		C-141B 207
	21/400		ANDERSEN AFB, GUAM	N/A	N/A	

L. THE SITUATION ROOM (SITROOM)

The SITROOM functions as the primary *operational* information-dissemination facility within the DFO. It is designed to serve as a multi-purpose meeting, planning, and briefing area; but should NOT be used as a training area. Because the SITROOM will be used exclusively for operational purposes (e.g., FCO and ERT Staff Meetings, OPeriod Action Planning Meetings, and special and executive briefings), it must be able to support the intended participants and audience. The Situation Status Branch Chief is responsible for maintaining and controlling access to the SITROOM. The Information Coordinator position is assigned responsibility for assuring that all displays (even those that are the responsibility of another branch or section) are posted in a timely manner and kept current.

1. Facility

The Situation Status Branch Chief (through the Information and Planning Section Chief) must ensure the Logistics Section is aware of the requirement for a Situation Room prior to or during the DFO standup phase. Ideally, the room will be located adjacent to or near the Information and Planning Section. The following represent recommended minimum requirements:

- a. Size. Large enough to accommodate a center table (or series of tables) seating 12, with sufficient space along sides to seat (or stand) an additional 18 personnel.
- b. Wall Space. A windowless room is preferred, to minimize distractions and maximize wall space for displays.
- c. Lighting. Lighting should be capable of being reduced without being extinguished, thereby permitting the display of overhead transparencies or computer slideshows while providing enough illumination to take notes.
- d. Furnishings. The list in Figure III-21 represents the basic furnishing requirements needed to support an effective SITROOM. Additional requirements may be identified at the DFO.

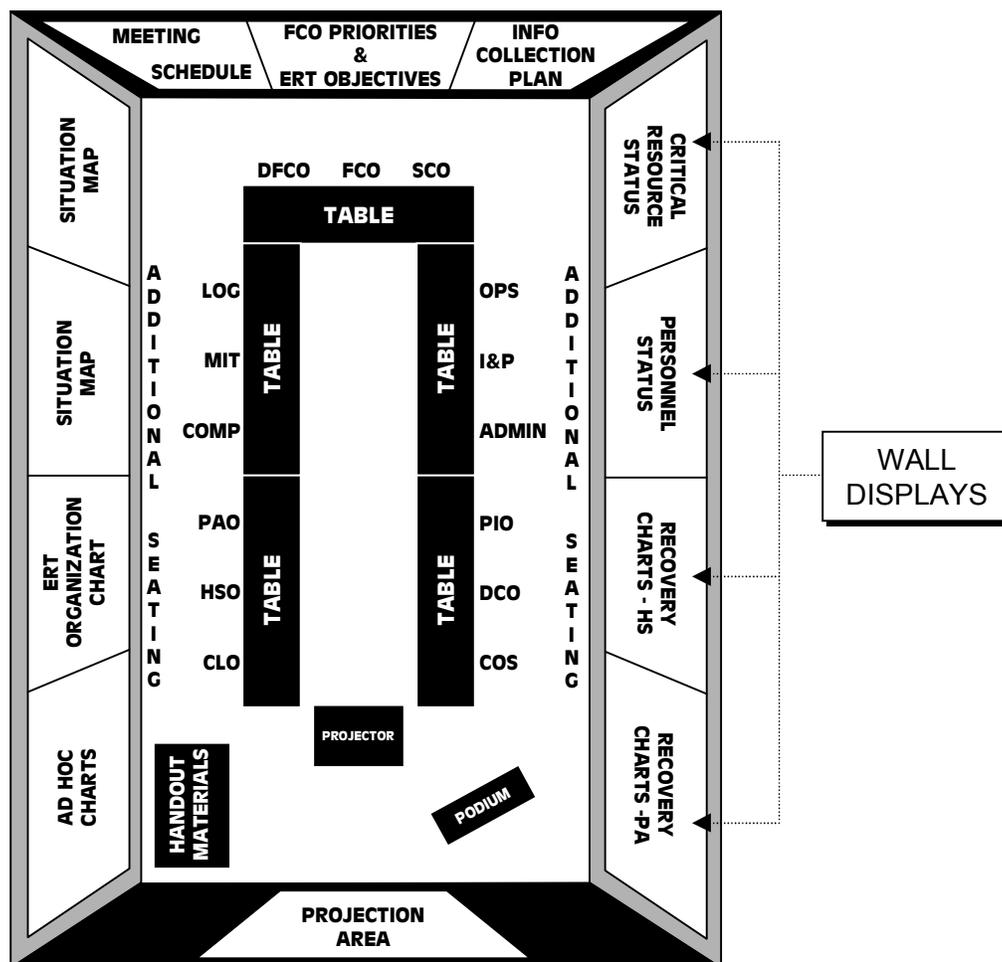
Figure III-21 - SITROOM Minimum Furnishing Requirements

ITEM	SIZE/TYPE	REMARKS
Table(s)	Conference	Large enough to seat at least 12
Chairs	Swivel	Minimum of 30
Projector	Computer	
Projector	Overhead	
Projection Screen		N/R if wall space is available
Conference Speaker		
Podium		Optional
Television & VCR	>= 25"	Optional

2. Configuration

a. The SITROOM must be configured to support and enhance meeting, briefing, and planning activities. Obstacles to effective communication (e.g., external noise sources, poor illumination) must be identified and removed, corrected, or minimized. Configure the SITROOM to reinforce information collection and OPeriod Action Planning by placing the updated Information Collection Plan and FCO Priorities/Operational Objectives displays in a prominent position near the FCO. Figure III-22 depicts a generically configured SITROOM.

Figure III-22 - Example SITROOM Configuration



b. Since the SITROOM will be used throughout the operational period to conduct planning, meeting, and briefing activities, the Situation Status Branch must ensure that all displays are kept current. Personnel using the SITROOM will (and have a right to) expect that displayed information is accurate and up-to-date. To assure currency and compatibility with the overall display strategy, all SITROOM displays will be coordinated with and cleared through the Situation Status Branch. Potential displays are described throughout this section.

3. Maintenance and Control

The Situation Status Branch is responsible for controlling access to the SITROOM, as well as for maintaining the SITROOM in proper order and condition. Control means managing access and configuration. Generally, management is easier if the SITROOM is adjacent or in proximity to the Information and Planning Section. However, if the room is geographically separated from the Section, the Situation Status Branch may consider the imposition of additional management controls, to include keeping the facility locked when not scheduled for use.

It is recommended that the Situation Status Branch develop visual aids to facilitate SITROOM management activities. Three examples follow.

a. SITROOM Scheduling Procedures. The procedures and criteria for scheduling the SITROOM should be posted just outside the entrance. The criteria should clearly state that the room is available only for regular or short-notice/ad hoc operational meetings, briefings, and planning sessions, and not for routine ERT training activities.

b. SITROOM Meeting Rules. This is a list of rules to minimize distractions during meetings. Activities such as side conversations (or cellular phone calls) should be discouraged. It is recommended that food and drink not be permitted in the SITROOM; they can prove to be a major meeting distraction and a considerable clean-up nuisance. An example rules list is depicted in Figure III-23.

c. SITROOM Restoration Checklist. A checklist outlining pre-departure requirements for exiting users. Any ERT element that schedules the room is expected to restore it to pre-meeting condition (i.e., tables cleaned of litter, chairs returned to position, etc.) after use. This checklist should be provided to each individual coordinating use of the SITROOM, as well as posted just inside the SITROOM door. An example checklist is provided in Figure III-23.

Figure III-23 - SITROOM Management Aids

SITROOM MEETING RULES	SITROOM RESTORATION CHECKLIST
<p>TURN OFF (OR SET TO VIBRATE) ANY CELLULAR PHONES OR PAGERS/BEEPERS</p> <p>FOOD AND DRINK ARE NOT ALLOWED</p> <p>NO SMOKING OR CHEWING/SPITTING</p> <p>REFRAIN FROM SIDE CONVERSATIONS DURING MEETING</p> <p>PLEASE NOTE ANY OUTDATED OR INCORRECT INFORMATION ON DISPLAYS AND BRING TO ATTENTION OF INFORMATION & PLANNING SECTION</p>	<p>BEFORE LEAVING, ENSURE:</p> <p>LITTER/DEBRIS HAS BEEN REMOVED OR PLACED IN WASTE RECEPTACLES</p> <p>CHAIRS AND TABLES HAVE BEEN RETURNED TO THEIR ORIGINAL POSITIONS</p> <p>COMPUTER/PROJECTOR HAS BEEN TURNED OFF</p> <p>INCORRECT/OUTDATED WALL DISPLAY INFORMATION IS BROUGHT TO THE IMMEDIATE ATTENTION OF THE INFORMATION AND PLANNING SECTION</p>